



St. Mary's College (Autonomous)
Reaccredited with 'A+' Grade by NAAC (Cycle IV)
Thoothukudi



CRITERION VI - GOVERNANCE, LEADERSHIP AND MANAGEMENT

6.2 Strategy Development and Deployment year 2018-2023

6.2.1 The institutional perspective plan is effectively deployed and functioning of the institutional bodies are effective and efficient as visible from policies, administrative setup, appointment, service rules, and procedures, etc.

➤ Administrative Set up

Core Values of the Institution

The core values of the institution are centered in the Servite charism 'Compassion', its motto '*Fide Vivant - Live by Faith*' and the belief system of human values and ethics. They are incorporated into all the programmes and activities of the institution.

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|------------|---|-----------------|---|--------------|
| Commitment | → | Concern | → | Competence |
| Duty | → | Discipline | → | Dignity |
| Enlighten | → | Emancipate | → | Empower |
| Gratitude | → | Guidance | → | Goodwill |
| Hardwork | → | Happiness | → | Harmony |
| Teamwork | → | Trustworthiness | → | Transparency |

These values guide the internal conduct of the Marians and also help to establish a meaningful relationship with the society.

Servite Policy for St. Mary's College

A commonly evolved and accepted policy becomes imperative, for further effective functioning of the college. The congregation has revised policies and formulated new ones to cater to the felt needs of the society. As the new millennium is going to be the 'Women's Era', with a feminist perspective a policy which is free from patriarchy, communalism, and religious fundamentalism is to be framed. Women need to break the culture of silence and the unjust structures in society. They have to realize their inner strength and feminine power.

The policy has been drafted as a team. A critical analyzes of the demands of UGC, NCERT, NAAC and SCERT were made. The UNO's, CEDA convention towards "Elimination of Violence against Women" and the ideology of women's empowerment, partnership of men and women and eco- feminine values have been taken into consideration. This document will certainly guide the Administration in a more dynamic way, to make young women empowered and be salt and light of the women society.

The journey continues

Governing Body and General Body

The Servites sisters' path in the education ministry has played a vital role in the empowerment of women. "To serve and not to be served" is the stance in the journey of faith. As educating a woman is equivalent to educating a family, only committed persons working as a team with a common vision can implement the noble task. The body of the management supports the institution in its functioning.

Members of the Society Governing Body

- Superior General (Chairperson)
- Provincial (Vice-chairperson)
- Superior
- Secretary
- Principal
- General Procurator/Councillor
- Province Procurator/Councillor
- College Procurator
- Self-Supporting Courses Director
- Hostel Director

Functioning of Society Governing Body

The Secretary of the college functions as the secretary of the Society Governing Body. The governing body provides an occasion for sharing of information, starting new courses and new initiatives taken, problems faced and issues to be tackled.

- The Secretary convenes the meetings, prepares the agenda and keeps a record of all the proceedings of the governing body meetings.
- The meetings are conducted ordinarily in July and March.
- The emergency meetings may be called and notified by the Secretary three days before the meeting.
- Special meetings are called on request by not less than six members of the body.
- Such requests state the business to be transacted at the meetings. No other business is to be transacted in that meeting.
- Important decisions, planning for the new academic year, evaluating and evolving policies will be taken in the governing body.
- Finance situation, documents, important projects, appointments, vacancies will be ratified/ decided here.

The Society Governing Body meeting strives to translate the vision of the college into concrete policies.

College Governing Body members

- Superior General (Chairperson)
- Provincial (Vice-chairperson)
- Superior
- Secretary
- Principal

- Deputy Principal
- Deans
- UGC Nominee
- University Nominee
- Controller of Examinations
- College Procurator
- IQAC Coordinator
- Hostel Director
- A senior staff selected by the Principal in consultation with the Secretary
- Additional members - Experts / Well-wishers of the college

Functioning of the College Governing Body

The Principal of the college functions as the Secretary of the College Governing Body.

- She convenes the meetings and prepares the agenda.
- The meetings are conducted normally in April and November, after the Society Governing body meeting is over.
- The Principal presents new academic plans of the institution, students and on staff orientations.
- She initiates discussions and presents the contributions of the management for the development of the college.
- The Controller of Examinations, Deans, IQAC Coordinator, Library Head and Hostel Director present their activities reports.

The College Governing Body contributes to further the progressive measures for the institution.

Functioning of the General Body

The general body of higher education consists of all sisters who belong to St.Mary's College community and the members of Society Governing Body.

- The general body meets atleast twice a year.
- It can recommend the secretary to convene the Society General Body in matters of urgency.
- It actively involves in the process of planning, evaluating and evolving policies.
- Each member gets a sense of belongingness and participates in the decision making process of the college.
- The meeting is convened before the Society Governing Body and College Governing Body meetings are organized.

The General Body strengthens the Servite education mission at St. Mary's.

Administration Policy

Administrative Leadership involves three basic rudiments— Attitude, Animation and Administration. Official members need transparency in all dealings and accountability. Roles of each should be defined distinct and definitive. There should be decentralization of responsibilities and important work must be discussed before implementation. In making decisions, student centrality and lay partnership is needed. As the Servite spirituality holds, administrators should rise above personal interests and execute the task faithfully and cheerfully.

Significance of Lay Partnership

The Vatican council documents clearly evince the sign that the Church of the new millennium is going to be the church of the laity. The Servite congregation has to see the laity as potential partners, friends and companions in the apostolate and mission. It has to still work, in making the co-operation and partnership with the laity as the constituent element of the Servite mission.

The Management

One of the characteristics of Servite Marian spirituality is the community life with a sense of co-responsibility and service. The Superior General, Provincial with their Council and all the teaching, non-teaching sisters, along with the community members form the management. The educational mission is entrusted to the entire apostolic community. Hence every member of the community has a shared responsibility with regard to the functioning of the institution. The community should be informed of major undertakings and transitions of the college. Everybody must be open to each other's suggestions. It must be a collective discernment and discussion.

Key Role of Administration

- Maintain files and other records accurately
- See to the dispensation of matters related to the government, the UGC, the affiliated university and other offices to which the institution is responsible
- Fulfill the appropriate needs of teaching and non-teaching community and students
- Increase institution's potentialities by networking with alumnae, other institutions, NGO's and well-wishers
- Energize the whole group to work more enthusiastically towards excellence

Role of the General / Provincial

The General/Provincial is the supreme head of the Servite institution and as such has the following roles to perform.

- Provide opportunities to sisters to acquire relevant academic, spiritual and administrative skills
- Send the teaching and non-teaching sisters for a short or long renewal courses atleast once in ten years
- Inspire sisters with goals, objectives, and priorities to draw up a concrete plan of action
- Decentralize responsibilities
- Ensure the smooth functioning of the different units of the institution
- Resolve differences among administrative team if any
- Encourage deep thinking and co-responsibility among the members
- Encourage taking major and minor projects for the welfare of the society
- Offer suggestions and directions on new academic initiatives to be launched
- Carefully select competent teaching and non-teaching sister staff
- Choose efficient sisters from the community in all parts of Tamil Nadu and India
- Assign posts and allocate duties to sisters
- Arrange to shift non-academic sister staff as a mark of healthy changes
- Take care to make the community a dynamic one, since there is no facility of mutual transfer
- Give chances to a sister to live in other communities at least after retirement

Role of the Superior

The Superior is to be approachable, spiritual and a source of inspiration.

The Superior has to

- Provide a climate in the campus for the implementation and realization of the vision in the best manner possible
- Develop understanding, harmony and sensitivity among sisters
- Convene Principal, Secretary, Vice- Principal, SSC Director and Hostel Director meet once in a week to exchange the views and day-to-day administration
- Make everyone realize that discussions are only with different views and ideas not between their personalities
- Bridge between the sisters who take up different responsibilities
- Audits the quality statement of accounts
- Pay special attention to the training and development of the members of the community
- Ensure that the college community is a model of Christ's values in the college campus

Role of the Secretary

The secretary is the administrative director of work in the college. She can function for a term of three years.

The Secretary has to

- Be a committed person instituting the vision and goals of the college in all activities
- Be supported by the principal and staff by their participation and co-operation
- Represent the management before the university/educational authorities and Government
- Seek speedy solutions for administrative problems
- Be familiar with all GO's issued from time to time
- Take efforts to mobilize funds from different sources for the development of the college
- Supervise the maintenance of the college properties and infrastructure facilities
- Provide amenities for a smooth functioning of the departments
- See to constructions of new buildings and purchase of goods from miscellaneous fund
- Be responsible for the canteen, gardens, playgrounds maintenance
- Receive rents from college properties, bank, post office and college buildings
- Take care of electricity, water, sewage facility after consultation with the principal
- Be in-charge of all appointments, promotion of staff, appointment of HoDs, Deans
- Take disciplinary action against errant staff
- Sanction of increment, provident fund, approval of loan, and closure of income tax
- Approve all kinds of leave except casual leave
- Give salary to management staff
- Be in-charge of all legal matters
- Arrange meeting for non-teaching staff
- See to the overall financial matters of the college

Role of the Principal

The principal is the academic director and executive authority of work in the college. She can normally function for a period of 5 years.

The Principal has to

- Provide a climate for the intellectual pursuit of staff and students
- Inspire the academic community
- Supervise, plan and execute all the academic programmes
- Function with a sense of freedom and co- responsibility seeking no personal Goals
- Should govern with discernment, emotional maturity and mutual trust
- Keep the secretary informed of all matters of general and financial administration

- Represent the college in all academic bodies like University Grants Commission, the University, the AIACHE, the Xavier Board and others
- Take care of day-to-day administration of the college
- Allot work to the teaching and non-teaching staff in consultation with the Secretary
- Dispense the leave applications to the secretary
- Draw up the Academic calendar and time table
- Allot classrooms for the various disciplines
- Facilitate co-curricular activities and community development programmes
- Regulate the Admission process of students
- Maintain student and staff discipline
- Administering scholarship and helping poor students
- Be officially in charge of the hostels and the self-finance courses, UGC work
- Hold office as president of all academic and non-academic bodies of the college
- Conduct staff meeting, regularly
- Establish clear channels of communication and facilitate interaction, with employees
- Establish team spirit, co-responsibility with the vice-principal, the Deans and the heads of departments
- Delegate authority with responsibility, together with accountability
- Hold responsibility as the secretary of the Governing Body of the college

Role of the Director of Self Supporting Courses

The Director of Self- Supporting Courses is a servite sister appointed by the Superior General in consultation with Provincial.

The Director has to

- Take charge of all the affairs and academic programmes of SSC
- Approve the time table and assignment of staff for each class
- Ensure careful allotment of syllabus and its completion on time
- Monitor the attendance of staff / students and send all leave letters to the principal / secretary
- Excuse lack of attendance to students with valid reason
- Check all internal assessments results and pass on to the Controller of Examinations
- Sign scholarships, concessions, loan applications, transfer and bonafide certificates
- Inform the principal of all academic matters pertaining to SSC
- Get the approval of the principal-the executive authority of SSC when required

- Take instructions from the Secretary for all the teaching and non-teaching staff placements and their salary
- Keep the secretary informed of general basic facilities required and its maintenance

Role of the Deputy Principal

The deputy principal is a Servite sister appointed by the Superior General and Provincial. She can function for a term of 3 years.

The Deputy Principal has to

- Be responsible for the general discipline of the students
- Supervise student council election and activities along with student council advisors
- Conduct student council meetings twice or thrice a semester
- Identify poor students and recommend them for free books and concessions
- Keep the secretary informed of the staff and student facility requirements
- Meets the principal regularly and keep her informed of all developments.
- Take charge of the college in the absence of principal

Role of the Lay Vice-principals

Three lay vice-principals are appointed by the secretary. They can function for a term of 3 years.

The Vice-principals have to

- Work in collaboration with the deputy principal
- Undertake maintaining the general discipline of students allotted to them
- Monitor the attendance and regularity of students
- Identify slow learners of the I year UG/ PG students and monitor their progress
- Supervise invigilation work of all internal tests and semester examinations
- Facilitate preparation of identity cards for the newly admitted students
- Look after the general needs of the day scholars
- Identify underprivileged students and recommend them for scholarships and concessions

Controller of Examinations

The right to design and execute an appropriate and effective method of evaluating the academic achievement of the students is central to the implementation of Autonomy. The Academic Community headed by the Principal/Director, has the ultimate responsibility for ensuring that the evaluation system is administered without any flaw. However, as a way of sharing of responsibility, the task of administering the evaluation system is delegated to the

Examination Cell headed by the Controller of Examinations. The cell functions under the directions of the Academic Council of the institution.

The Controller of Examinations may be a servite sister or a lay faculty member. In case of a servite Controller of Examinations, she is appointed by the superior General in consultation with Provincial, Principal and Secretary. In the absence of a suitable servite sister, a lay faculty of the College may be appointed as Controller of Examinations.

An Assistant Controller of Exams may also be appointed in consultation with teaching staff sisters. The term of office of the controller and the assistant controller will normally be 3 years. Though the Controller and the Assistant Controller of Exams are not entitled to any special privileges except for a monthly Honorarium to be paid from the Autonomy Fund as per the UGC norms, they may be given a concession in the teaching workload at the discretion of the Secretary and the Principal.

Role of the Controller of Examinations

The controller of Examinations must be of proven capacity, personal integrity and ability to maintain confidentiality. She is responsible for the entire evaluation process.

The Controller has to For CIA

- Suggest the mode of CIA and get the approval of the Academic Council
- Be responsible, for conducting the written tests and the practicals
- Get question papers from the HoDs and make sufficient copies for administering the test
- Conduct online quiz tests with staff-in-charge
- Stipulate a date for the submission of test marks by the teachers
- Collect the consolidated CIA mark statement from departments
- See to the conduct of CIA failure students during the same semester
- Collect from departments an ESE model question paper for each course
- Receive a list of question paper setters from the heads of the departments
- Choose from the panel and sends letter of appointment as question paper setter
- Receive question banks and gets a question paper set by the course teacher
- Choose any one of the question papers submitted, for the final examination
- Sanction all remunerations and reimbursement for paper setting
- Make payment for question paper setting directly or through the Bursar
- Arrange for question paper scrutiny by heads and one/two department faculty
- Finalise dates of exams in consultation with the Principal/Director
- Prepare the schedule of exams to be announced to the staff and students
- Monitor the conduct of exams which includes supplying the materials needed
- Appoint external and internal examiners and technical staff for the conduct of practical exams and monitors the conduct of such practicals
- Appoint the invigilators and monitor issue of the question papers
- Maintain confidentiality of answer scripts and keep safe custody in sealed covers

- Take decisions with the approval of the Academic Council on the stipulated duration students appearing for arrear exams can write with their syllabus of study

For Valuation

- Appoint evaluators to value the answer scripts, either central or door valuation for M.Phil projects
- Fix the date of submission of projects/ dissertations in consultation with the Principal
- Appoint examiners for valuing the projects/dissertations
- Arrange for a third valuation if there is a high difference in marks in double valuations
- Make arrangement for preparing the weighted average for each paper

For Financial Operations

- Does not operate any account
- Sanction all amounts payable to paper setters, evaluators and other ancillary staff as per the university/institute norms
- Payment made by the controller through amount drawn from the principal's account
- Can sanction special allowance to staff for work related to the conduct of exams

For Publication of Results

- Arrange for the Awards Committee meeting for the publication of results
- Controller or the head of the department presents the results
- Sign and publish results along with the principal on the approval of the committee
- Rectify any commission or omission in the results represented for correction
- Supervise preparation of the mark statement and consolidated statement of marks
- Submit details of malpractice if any to the Grievance Committee headed by the Principal
- Controller maybe approached by desiring students for either retotalling or revaluation
- Conducts supplementary exams for final year students with only two arrear papers
- Submits the detailed results through the principal to the University for provisional and degree certificate

Role of the Deans

The Deans for Research, School of Biological Sciences, School of Language and Culture, School of Management and Economics and School of Physical and Computing Sciences are appointed by the Principal for a term of three years.

The Deans have to

- Coordinate and arrange the Statutory and Non-Statutory Body Meetings
- Deal with matters related to the University Grants Commission

- Allocate and dispense funds and grants by the UGC through the principal
- Prepare agenda and minutes for the Head of the Department and College Council Meetings
- Look into formal matters related to AIACHE, the Xavier Board, the Principals' Association and the Managements' Associations
- Supervise and promote research activities
- Allot seed money to staff for staff participation in seminars, meetings, conferences and programmes within and outside the college
- Administer preparation and follow-up measures of the commissions from different agencies like the Government, the University, the UGC and the NAAC
- Supervise certificate courses and maintain accounts
- Prepare Prospectus, Applications, Academic Calendar and collate reports
- Initiate and scrutinize revision of syllabus for UG/ PG courses once in three years
- Apply to the University for new courses /additional seats

Role of the IQAC coordinator

The IQAC coordinator is appointed by the principal for a period of three years. She has the responsibility of maintaining the quality standards of the institution.

The IQAC coordinator has to

- Contribute as member of Statutory and Non-statutory Bodies
- Commit to the policies and orientations of the college
- Place plans and proposals for implementation of the recommendations of peer team visits
- Circulate plans and take steps for implementation
- Support to conduct workshops, awareness programmes, special lectures on quality innovations, Curriculum, Teaching-Learning and Evaluation
- Disseminate information on various quality parameters of higher education to the performing bodies of the institution
- Contribute to effective implementation for total quality management
- Arrange orientations, trainings and professional development
- Plan and convene the 'A' order meetings
- Collect, maintain and analyse documents and document evidences for quality improvement
- Prepare the Annual Quality Assurance Report (AQAR) and submit it to NAAC regularly
- Augment research, reforms and facilitate students to skill oriented learning
- Assess student progression and teaching learning process
- Ensure effective implementation of student support systems and services
- Obtain feedback from students, staff, alumnae and stakeholders and take action
- Coordinate with all stakeholders for quality sustenance and quality improvement

Role of the Directors of Centres/ Coordinators

The Directors of Centres and Coordinators are appointed by the principal. They are in charge of the functioning of clubs, forums and cells under them.

The Directors/ Coordinators have to

- Work collectively and individually towards women empowerment
- Coordinate and discuss with members of their clubs on plan of action
- Lay plan of activities and intimate the same to the principal
- Ensure efficient conduct of activities related to the clubs and forums
- Create awareness and orientations through effective workshops
- Be conscious of developing the skill and human values of students
- Document activities and maintain record
- Develop leadership skills
- Train students to volunteer services for societal welfare
- Motivate students to strive for the cause of nation building
- Create avenues for job opportunities
- Promote the wholistic well-being of students
- Organise meetings and fellowships to integrate relationships

Role of the Heads of the Departments

The Head of the department must be efficient to steer head the department in all its activities. Their term of office is 5 years.

The Head of the Department has to

- Present plan of action and requirements to the principal
- Allot workload to teaching faculty and lab assistants for each semester
- Prepare timetable for each semester
- Look after the day-to-day administration of the academic work of the department
- Forward casual leave forms of staff to the principal
- Ensure work adjustments in the absence of the faculty
- Organize regular staff meeting to discuss, plan and sharing of responsibilities
- Maintain an Inventory Register for stock verification every year
- Take initiative to arrange National, State, Regional, local level seminars
- Forward students' educational tour plan and representations to the principal
- Execute academic requirements placed by the controller and deans
- Maintain a department Log book to record its activities
- Establish team spirit and friendly relationship in the department

Role of Faculty

Faculty of both regular and self supporting courses are instrumental and part of the institutional growth and functioning. They are endowed with special responsibility as a teacher and individual responsibility as staff-in-charge of various activities.

Each Faculty has to

- Represent the Servite vision principle
- Be role models for the student community
- Serve with commitment for academic, moral and spiritual enrichment of students
- Work conscientiously and fulfill the purpose of the vision and mission of the college
- Show willingness to undertake responsibility and work towards its fulfillment
- Update knowledge, skills and transfer the same to student community
- Discuss or offer suggestions for change and improvement with the secretary or principal
- Coordinate with the deputy vice-principal in matters related to students
- Cooperate with management's decision in all its academic and non-academic activities
- Maintain dignity, honour and truthfulness in work entrusted
- Create a composite culture of harmonious relationship with all
- Promote the academic repute, culture and heritage of the institution

The Servite Sisters as Staff have to

- Act with responsibility and unity born of dialogue in all matters pertaining to the college
- Meet to share matters related to the institution
- Discuss and apply the directives related to the servite apostolate of education to the college
- Work individually, collectively and with commitment

Role of the Library Head

The Library Director is in charge of the entire Library and effectively monitors its functioning.

The Library Head has to

- Arrange along with the library non-teaching staff, the planning in the Library
- See to the maintenance of discipline in the Library
- Place order for books or any item of furniture in consultation and approval of the secretary
- Check whether the functioning of the staff and students in the library is satisfactory
- Report complaints if any to the principal or the secretary
- Enrich the library with new books and e-resources
- Encourage students and teachers to use the library to the maximum

- Maintain carefully valuable books
- Take remedial measure for the safe return of books
- Organise workshops and orient students on usage of library
- Develop and motivate reading habits

Role of the Superintendent

The senior qualified non-teaching faculty is the superintendent of the administrative office. She is appointed by the secretary.

The superintendent has to

- Assist the secretary and principal in the administrative functioning of the college
- Keep in safe custody relevant documents of college, teaching and non-teaching staff
- Maintain records and certificates of the college related to University and Government
- Respond to university/government queries in consultation with the secretary or principal
- Process files of staff related to services, promotions and retirements
- See to procedures of long leave sanction and leave surrender
- Process government sanctioning of funds for teaching and non-teaching staff
- Record staff, attending seminars/conferences/workshops/ and on-duty leave
- Have a record of staff progression, attending orientation and refresher courses
- Look after the maintenance of the campus
- Act as a bridge between the management and the non-teaching staff

Role of Student Support Office Assistant

The student support desk assistant is appointed by the secretary. She may be a servite sister or senior non-teaching faculty in charge of student support system.

The Student Support Office Assistant has to

- Issue applications and prospectus to applicants for admission
- Assist the admission committee at the time of admission
- Maintain record of student data
- Notify students on fees payments
- Be in charge of the records and certificates of students
- Maintain students' attendance register
- Process and see to students scholarships and other assistance
- Enable backward community and physically challenged students to receive government aids and funds
- Keep a record of student progression
- Be in charge of the graduation process and issue of degree certificates
- Assist the controller's office in the conduct of examinations
- Act and contribute towards the welfare of students
- Coordinate with the vice-principal to implement welfare schemes

The roles designated to each member of St. Mary's College fraternity will help to effectively execute the administrative and academic functioning.


Principal
 St. Mary's College (Autonomous)
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